



# FINANCE COMMITTEE

## COMMITTEE MEETING

~ MINUTES ~

Wednesday, May 8, 2024

4:00 PM

Sullivan Chamber  
795 Massachusetts Avenue  
Cambridge, MA 02139

The Finance Committee will conduct a public hearing on the city and school budgets covering the fiscal period July 1, 2024 to June 30, 2025.

Attendee Name	Present	Absent	Late	Arrived
Burhan Azeem	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marc C. McGovern	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Patricia Nolan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Joan Pickett	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sumbul Siddiqui	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Jivan Sobrinho-Wheeler	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Paul F. Toner	<input type="checkbox"/> Remote	<input type="checkbox"/>	<input type="checkbox"/>	
Ayesha M. Wilson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
E. Denise Simmons	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

A public meeting of the Cambridge City Council’s Finance Committee was held on Wednesday, May 8, 2024. The meeting was Called to Order at 4:00 p.m. by the Co-Chair, Councillor Nolan. Pursuant to Chapter 20 of the Acts of 2022 adopted by Massachusetts General Assembly and approved by the Governor, this public meeting was hybrid, allowing participation in person, in the Sullivan Chamber, 2<sup>nd</sup> Floor, City Hall, 795 Massachusetts Avenue, Cambridge, MA and by remote participation via Zoom

**At the request of the Co-Chair, Deputy City Clerk Crane called the roll.**

- Councillor Azeem – Present/In Sullivan Chamber
- Vice Mayor McGovern – Present/In Sullivan Chamber
- Councillor Nolan – Present/In Sullivan Chamber
- Councillor Pickett – Present/In Sullivan Chamber
- Councillor Siddiqui – Present/In Sullivan Chamber
- Councillor Sobrinho-Wheeler – Present/In Sullivan Chamber
- Councillor Toner – Present/Remote
- Councillor Wilson – Present/In Sullivan Chamber
- Mayor Simmons-Present/In Sullivan Chamber

**Present – 9. Quorum established.**

Co-Chair Nolan offered opening remarks (Attachment A) and noted that the Call of the meeting was to hold public hearing on the City and School budgets covering the fiscal period July 1, 2024 to June 30, 2025. Present at the meeting was Superintendent Dr. Victoria Greer and Ivy Washington, Chief Financial Officer. School Committee members that were present were David

Weinstein, Elizabeth Hudson, Jose Luis Rojas Villarreal, Rachel B. Weinstein, and Vice Chair Caroline Hunter.

Co-Chair Nolan recognized Co-Chair Pickett who offered opening remarks and echoed comments made by Co-Chair Nolan regarding the role of the City Council relative to the School Department budget. Co-Chair Pickett noted that overseeing how the budget is being spent, how goals are being developed for students, and monitoring the performance of those goals are all priorities of the City Council.

**Co-Chair Nolan opened Public Comment.**

Marissa Fried, 26 Pinckley Street, urged the School Department and City Council to reevaluate how funding is spent and to increase salaries for education support professionals.

Toni Preston, 9 Plymouth Street, Cambridge, MA, urged the School Department and City Council to reevaluate how funding is spent and to increase salaries for education support professionals.

Luisa de Paula Santos, 51 Walker Street, Cambridge, MA, urged the School Department and City Council to reevaluate how funding is spent and to increase salaries for education support professionals.

Yemisi Oluwole, 43 Governor Winthrop Road, Somerville, MA, urged the School Department and City Council to reevaluate how funding is spent and to increase salaries for education support professionals.

Dan Monahan, 229 Lexington Avenue, Cambridge, MA, urged the School Department and City Council to reevaluate how funding is spent and to increase salaries for education support professionals.

Danielle Mulligan, 167 Tremont Street, Cambridge, MA, urged the School Department and City Council to reevaluate how funding is spent and to increase salaries for education support professionals.

Quan Goode, 2 Buck Street, urged the School Department and City Council to reevaluate how funding is spent and to increase salaries for education support professionals.

Dan Totten, 54 Bishop Allen Drive, Cambridge, MA, shared that he supported the concerns raised by Cambridge Public School employees.

Michael Eden, 122 Hamilton Street, Cambridge, MA, urged the School Department and City Council to reevaluate how funding is spent and to increase salaries for education support professionals.

**Co-Chair Nolan recognized Mayor Simmons who made a motion to close public comment. Deputy City Clerk Crane called the roll.**

Councillor Azeem – Yes

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Pickett – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Mayor Simmons – Yes

**Yes – 9. Motion passed.**

Co-Chair Nolan recognized Dr. Greer and Ivy Washington who gave a presentation titled “Cambridge Public Schools FY 2025 Adopted Budget”. The presentation was provided in advance of the meeting and included in the Agenda Packet. The presentation offered an overview of the FY25 community engagement, FY25 budget, key investments, and structural improvements and adjustments.

Co-Chair Nolan recognized Councillor Azeem who shared that he supports the School Department budget. Councillor Azeem asked that moving forward, he would like to see more information available on improvements within the Department and what goals the City can expect improvement from with this new budget. Dr. Greer responded by providing examples of where growth and expansions have taken place and improvements they are working towards in the future.

Co-Chair Nolan recognized Councillor Toner who shared that he supports the School Department budget. Councillor Toner asked for more information on the progress that has been made in the Rindge School of Technical Arts (RSTA) program at the Cambridge Rindge and Latin School (CRLS). Dr. Greer shared the progress that has been made and pointed out the new partnerships within the RSTA program. Councillor Toner asked how many of the twenty-eight plus new positions would be working directly with students. Dr. Greer shared that all of those positions would be working with students. Councillor Toner offered comments relative to the current collective bargaining within the School Department.

Co-Chair Nolan recognized Vice Mayor McGovern who thanked the School Committee and the School Department for putting the budget together. The Vice Mayor offered comments regarding information on packet page 11 and the school district climate survey, and asked what the School Department is doing to address concerns that are being brought forward by staff. Dr. Greer responded by highlighting the resources available to provide emotional support and partnerships with frontline staff. Vice Mayor McGovern noted the importance of not only making investments in social and emotional support for students, but for staff as well. Dr. Greer shared that in addition to the implementation of telehealth services, there are also social workers and counselors across all schools where investments have been made to ensure they have the right tools and resources to help students. Vice Mayor McGovern shared that he is in support of the budget.

Co-Chair Nolan recognized Co-Chair Pickett who shared that the key investments information in the presentation was extremely helpful with understanding the budget more. Co-Chair Pickett noted that going forward she would like to see how the investments that are made help achieve the results that the School Department is trying to accomplish, noting that it is important to be accountable. Co-Chair Pickett thanked Dr. Greer and her team for developing the budget. Dr. Greer thanked Co-Chair Pickett for her feedback and shared that the School Department does have a data dashboard online that is available for the public to view, which tracks the School Department’s progress.

Co-Chair Nolan recognized Councillor Siddiqui who shared her excitement for the commitment being made towards reading proficiency and the goals working towards that, as well as the expansion of the EPP program. Councillor Siddiqui asked for the name of the ELA and math

software that is being used. Dr. Greer noted that there are many software's being used, and that she could provide that list at a later time. Councillor Siddiqui asked if there ~~has~~ have been conversations around the excel tutoring that is offered to students who are two plus years behind would be expanding to other students. Dr. Greer pointed out that the excel tutoring is specific for students who have shown long standing learning challenges and learning gaps, in addition to in school interventions that students receive. Councillor Siddiqui noted the work that was done around allocating funding to community partners and that was ~~aparta~~ part of this current budget. Dr. Greer shared that it was, and that it is in the process of assessing partnerships with the goal of being fully implemented in the next year.

Co-Chair Nolan recognized Councillor Sobrinho-Wheeler who asked if the programs implemented during the pandemic to give students access to the internet and Wi-Fi hotspots have continued to be provided. Dr. Greer shared that if students need connectivity at home, the School Department will let them borrow a device to continue home support use. Councillor Sobrinho-Wheeler pointed out that the City is interested in expanding its afterschool programming and the need for additional staffing and offered the suggestion that School Department employees who work full-time be offered time and half as incentive to be hired as afterschool staff to help with the rollout of the afterschool expansion.

Co-Chair Nolan recognized Councillor Wilson who thanked Dr. Greer and her team and shared that she appreciated all the comments made during public comment. Councillor Wilson offered comments relative to the priority and investment around reading skills for third grade students and the utilization of mental health services. Councillor Wilson shared that she would like to see more support and expansion for the Family Liaison at CRLS and highlighted the importance for the need of equity, pointing out that those who have less need more.

Co-Chair Nolan recognized Mayor Simmons who highlighted how engaging and concise the budget process has been in making sure that everyone had a part in the involvement. Mayor Simmons provided comments relative to the negotiation process with employees, noting that there are challenges that are faced by everyone involved throughout the process, and believes that bargaining is being done in good faith. Mayor Simmons shared that is important for everyone to be known and supported within their jobs and that the right resources are available to provide to the students. Mayor Simmons shared that she supports the budget.

Co-Chair Nolan asked how the School Department is evaluating the effectiveness of its programs. Dr. Greer shared that there have been ongoing discussions on how to evaluate effectiveness of programs and the challenges that are faced when deciding whether a program is not working, and the accountability that comes with the possibility of cutting a program. Co-Chair Nolan shared that she fully supports the evaluation of programs and asked how the insufficient feedback received from staff is being addressed. Dr. Greer noted that there are two directions that are being taken to address feedback, one being the instruction leadership academy and school principals having deeper conversations with their staff. Co-Chair Nolan offered comments regarding some of the specific goals listed by the School Department in the budget book, with Dr. Greer noting that there are set targets and goals each year. Co-Chair Nolan shared that she would be supporting the budget.

**Co-Chair Nolan recognized Mayor Simmons who made a motion to forward the School Department FY25 Budget to the full City Council with a favorable recommendation. Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Pickett – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Mayor Simmons – Yes

**Yes – 8, No – 0, Absent - 1. Motion passed.**

**Co-Chair Nolan made a motion to adjourn the meeting.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Pickett – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Mayor Simmons – Yes

**Yes – 8, No – 0, Absent - 1. Motion passed.**

**The meeting was adjourned at approximately 6:08p.m.**

Attachment A – Opening remarks from Co-Chair Nolan (not verbatim).

Attachment B – The City Clerk’s Office received three written communications.

**Clerk’s Note:** The City of Cambridge/22 City View records every City Council meeting and every City Council Committee meeting. This is a permanent record. The video for this meeting can be viewed at:

[https://cambridgema.granicus.com/player/clip/746?view\\_id=1&redirect=true](https://cambridgema.granicus.com/player/clip/746?view_id=1&redirect=true)

**A communication was received from Taha Jennings, Budget Director, transmitting the FY25 Budget Hearing schedule.**

**A communication was received from Ivy Washington, Chief Financial Officer, transmitting a presentation regarding the FY25 Budget for Cambridge Public Schools.**

## **Attachment A**

### Councillor Nolan Opening Remarks (not verbatim)

Thank you all for joining, we are here to hold a public hearing on the school budget covering the fiscal period July 1, 2024 to June 30, 2025.

First, I do want to thank all of you here and members of the public joining us for their understanding as this meeting was moved up two hours, from the typical 6:00 pm time slot. We try to hold these School Department Budget meetings after typical working hours, but this hearing has been moved slightly earlier than in years past to accommodate Cambridge's Annual Commemoration of the Holocaust, which starts at 7:00 pm this evening at Tremont Street Shul, 8 Tremont St. Thank you to the City staff, School Dept. staff, School Cmte members, and my fellow Councillors for being amenable to that slight change.

As a reminder to all of us here, the City Council's authority here is to approve the proposed budget, which has been developed by the Superintendent in collaboration with the School Committee. So that is the budget we are looking at this evening.

The City Council, which has budget authority over the entire City budget, per state law, may vote accept, reduce, or reject any amount recommended in the annual budget, but the City Council cannot "increase any amount in or the total of the annual budget nor add thereto any amount for a purpose not included therein except on recommendation ..." by the City Manager (G.L. c. 44, §32).

So just to clarify for everyone here, the Council has limited ability to adjust this budget, short of rejecting it outright. If the City Council reduces a line item in the budget, the Council cannot increase another line-item to "compensate" for the decrease of the line item. Similarly, the City Council cannot specify what reductions are to be made beyond the line items listed in the budget.



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**From:** Andrew King <andrew.king17@gmail.com>  
**Sent:** Wednesday, May 8, 2024 1:30 PM  
**To:** City Clerk; City Council; Huang, Yi-An  
**Cc:** Dan Monahan  
**Subject:** Please Provide a Living Wage for Education Support Professionals

Dear Mayor and Members of the City Council,

My name is Andrew King, I live at 71 Chilton street, and I'm writing on behalf of Our Revolution Cambridge. Cambridge's Education Support Professionals (ESPs) deserve a living wage. As the Council considers the School Department Budget, we ask you to be sure that there is sufficient funding to provide a living wage for ESPs who are currently negotiating a contract with CPS. If there is not, we ask you to support an additional allocation from City funds for this purpose.

Why is this important? Currently paraprofessionals start at \$26,000—far far below what a living wage would be for Cambridge. ESPs work tirelessly to address children's holistic needs and nurture the growth of the whole child. We count on these education professionals to enable all the City's children to thrive, but we are not paying them enough to survive in Cambridge. How can we expect to attract and retain the people we want at these wages? CPS depends on the work that these paraprofessionals do. They should be able to live a decent life while doing it.

Our ESPs are our most diverse subset of educators, are more likely to have grown up in the communities they serve, and often have the deepest bonds of relational trust with families. Paying them fairly is both a racial and economic justice issue.

The inadequacy of pay for ESPs is increasingly recognized across the country as an education justice issue. There are bills pending in Massachusetts (an act relative to educator pay) and in Congress (Paraprofessional and Education Support Staff Bill—with Sen. Markey as lead sponsor) to mandate a living wage for ESPs.

This budget process is the moment to assure that Cambridge can provide a living wage for ESPs—we urge the Council and School Committee to see that this happens. We owe this much respect to these valued educators.

Thank you,

Andrew King  
71 Chilton St.  
Cambridge, MA 02138

## Erwin, Nicole

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**From:** Dan Monahan <ceapres1@gmail.com>  
**Sent:** Wednesday, May 8, 2024 9:00 AM  
**To:** City Clerk; City Council; School Committee; Victoria Greer  
**Subject:** City Council Budget Hearing  
**Attachments:** City Council Budget Hearing Talking Points.pdf

Members of the City Council, School Committee and Superintendent Greer-  
I wanted to give you a heads up about plans we have for the hearing this afternoon. I have spoken with Councilor Nolan in her role as co-chair of the meeting to share some of this information and make sure our plans would be in alignment with the agenda.

We have 5 folks signed up for public comment who will share a coordinated statement. Given the complexities of the issues and the limitations of public comment, we felt this was an effective and efficient way to represent perspectives of many CEA members. Attached are the talking points we will be making.

We have shared these talking points with our members and community supporters, so others may also make comments.

We are hoping for there to be time for you all to respond to our asks.

Thank you very much and I look forward to seeing you this afternoon.

-Dan



## City Council Budget Hearing Talking Points

The school committee is currently negotiating a number of contracts for Education Support Professionals. This includes three CEA Contracts: Clerks, Substitutes and Paraprofessionals, and it also includes four other contracts: Food Service Workers, Custodians, Safety Specialists and Family Liaisons.

We believe that there are insufficient funds in the budget for the school committee to negotiate contracts that will compensate our ESPs fairly and support their professional learning this coming school year. Given the status of current proposals, we believe the current gap between proposals to be less than \$1 million dollars, less than ½ of 1 percent of the overall budget. We cannot wait a few years to get there - you will hear tonight a number of reasons why this is so urgent. Please ask the school committee members and superintendent if they think this budget has enough funds to pay our ESPs a living wage next year and to recruit and retain enough ESPs to ensure full staffing. Also, we ask you to reassure them that if there are insufficient funds in this budget for fair compensation for our ESPs, that you will support an additional allocation from the city to the school department specifically for fair ESP compensation as a result of contract negotiations.

### Current wages are inadequate:

- Most ESPs do not currently make a Living Wage. ([Charts](#) shared at Unit E Negotiations)
  - The living wage in Cambridge is between [\\$65,000](#) & [\\$70,000](#) for a single adult, and between \$116,000 & \$124,000 for a single adult with one child. The School Committee is paid \$48,000 for part time work. The current School Committee proposal only has \$30,000 for a starting paraprofessional. Even the top salary: Educators with 10 years of experience and a Master's degree, is only \$53,157.89, not a living wage
  - In terms of hourly wages, a living hourly wage is between \$31 and \$34 for a single adult and \$56 and \$61 per hour. The current SC proposal only puts forth \$25.50 for a 1st year paraprofessional and \$45 per hour for one with 10 years of experience and a Master's degree; this is not a living wage!
    - [UPS workers just got \\$49 per hour for full time workers!](#)
  - Recently a report said that [a single person needs \\$78,752 after taxes](#) to cover basic expenses and save some money.
    - [Living expenses alone in the Boston/Cambridge/Newton metro area are \\$39,376 per year](#), with no kids. The SC proposal for starting paraprofessional does not even cover that!
- Many ESPs do not even make enough to qualify for subsidized housing
  - [Cambridge Housing Authority](#) has great subsidized housing in Cambridge, thanks very much to the City Council, but it is very hard to find and get any earlier than 3 years. Some people are waiting over 10 years. One of the best ways to ensure people can get housing (a human right) is that you pay them a living wage!
- Many ESPs currently qualify for [Rise Up Cambridge](#) (\$500 per month if you make less than a certain amount)
  - This is a great program for families that need support to make up for low wages in their jobs. But, educators employed by the City should be paid enough so that they don't have to apply for assistance from the City.
    - It's unnecessarily complicated
    - It's immoral; just pay people what they need to afford the basics at least.
- This is a racial and social justice issue: Many more of our ESPs are women of color and single parents than our Teachers and Administrators. Continuing to pay them less than a living wage perpetuates institutional and systemic racism and sexism.



### **Needs that can be addressed with increase wages**

- We have never paid ESPs a living wage. If wages need to be increased for the longer school day, let's also finally make things right in ESP pay by providing more than proportional pay. We have a unique opportunity to fix this historical wrong - now is the time!
- We are implementing Universal PreK - there should be adequate stipends to attract applicants and show our paraprofessionals that we respect their work.
  - This is new territory for our district, and our ESPs are always asked to build the plane while it's flying. We need to ensure that they are adequately compensated as they are tasked with this effort
- There is a district wide staffing shortage, particularly for substitutes and paraprofessionals and those who work in sub-separate special education classrooms.
  - Higher wages across the salary chart, not just starting salary, will attract more candidates
  - There is a particular staffing shortage in Special Education classrooms and a need for highly trained paraprofessionals
    - To be successful in Special Education and Subseparate classrooms ESPs need specialized skills like de-escalation, restraint certifications, and Behavioral tech
    - These specialized skills should be adequately compensated via appropriate stipends
  - Higher wages will retain paraprofessionals because they will be able to afford to live in Cambridge. This will decrease turnover rates.
    - Our paraprofessionals do not stay for a long term career in Cambridge. It used to be that most of our paraprofessionals stayed in CPS for many years. Two thirds of our paraprofessionals have been in CPS for less than 5 years. It is critical to retain paraprofessionals for a number of reasons that impact the learning conditions of our scholars.
      - Because paraprofessionals need training, if we are better able to retain our paraprofessionals, we will need fewer resources to provide that training for new hires.
      - Paraprofessionals and substitutes, particularly building substitutes, have many critical relationships with scholars across the school, potentially for many years. Building substitutes work in all classrooms, and paraprofessionals are often asked to substitute in classrooms besides their own. Consistency in staffing and relationships provides better learning conditions for students.
      - Relationships with educators in the building and district. The work of education is deeply relational, not just with scholars but also with staff. Retention of ESPs means those relationships do not have to be rebuilt as staff turns over.
  - Increased compensation for substitutes with Master's Degrees or DESE Teacher Certification will attract more candidates
- The job of a clerk has changed radically in recent years, requiring a much greater proficiency in many skills, yet many clerks have only received a cost of living raise for many years. For some clerks, their responsibilities have changed so much that the positions are actually on the wrong salary chart. Aligning positions with appropriate salary charts based on responsibilities and adding steps to the salary charts ensures adequate compensation and shows respect for their work.

### **Other items with budgetary impacts that will support our education support professionals**

- Increased benefits and a shorter time period for staff to be eligible for benefits will be a significant incentive for educators to apply to positions and stay for a long term career in CPS.
- Our ESPs all deserve better training including - onboarding, orientation, and induction. They should be compensated for this critical training and we need to compensate staff to provide this training.
- Our ESPs deserve a seat at the table of critical district committees - like Joint Labor Management Committee. They should be compensated for their expertise.



We know that our per pupil expenditure is high in comparison to other districts. First, we believe that education in general is deeply underfunded across the state and nation. In addition, Cambridge has made several choices that come with significant built in expenses including having small schools, implementing a Controlled Choice system which requires that we bus scholars all over the city, and effectively using of funds. Do not let poor administrative decisions get in the way of fair compensation for our ESPs.

The school committee has wasted money in the past, but that should not come at the expense of our ESP wages. School Committee and City councilors have for many years said that too much is being spent on top heavy administration, highly paid consultants and partnerships that have not been proven effective. We agree and here are some examples. We understand that you do not have the power to make line item changes tonight, however, the school committee

- Despite calls for trimming down administration, the number of central administration positions has increased dramatically over the past few years, specifically the Chief of Academics and Schools, Executive Director of Special Education and Manager of Labor Relations.
- They have spent more than a quarter of a million dollars on a lawyer who, from our perspective, was obstructionist, hindered the negotiations and, we believe, was a primary reason for why the Unit A/B Contract was so contentious.
- They have spend hundreds of thousands of dollars on highly paid consultants, the results of which have had minimal impact on our schools and scholars, and the work would have much more meaningful and long-lasting AND built capacity had it been done with internal resources, for example:
  - The scheduling guidelines released last summer were done with little input from educators (including principals and curriculum directors), yet many tens of thousands of dollars were spent. Yet this year, the same consulting company has been hired. An elementary draft has recently been shared and upper schools are still in development.
  - The Instructional Framework - perhaps a good idea, but this was also not supported by our curriculum directors and the process was harmful to scholars and educators. There has been little reference to it since it was created
  - Portrait of a Graduate - again, perhaps a good idea, but how is it being used today?
- We cannot speak to the effectiveness of the many partnerships, but they have talked for years about program evaluations to make these determinations, but have not done so. This should be done to ensure that our resources are most effectively allocated.

**We have three asks tonight:**

1. Do you support a living wage for our ESPs?
2. Please ask the school committee and superintendent if they believe there are enough funds in this budget to negotiate living wages for our ESPs for next school year.
3. If the school committee realizes that there are not sufficient funds, will you support an additional allocation from city funds specifically for this purpose?

Time is short now to come to settle a contract this school year. We do NOT want to repeat the experience we had earlier this year with the Unit A/B Negotiations. We believe that there are insufficient funds in the budget for the school committee to negotiate contracts that will compensate our ESPs fairly and support their professional learning this coming school year. Given the status of current proposals, we believe the current gap between proposals to be less than \$1 million dollars, less than ½ of 1 percent of the overall budget. If you answer Yes to all of these questions, we will be in a much better position to ensure a fair contract for our educators in place at the beginning of next year.